



# STRATEGIC *Plan* 2023-2027



## **OUR** *Vision*

Citrus Australia will lead the Australian citrus industry on a continuous trajectory of sustainable and profitable growth.

## **OUR** *Purpose*

To service, champion, and lead a dynamic, resilient and progressive Australian citrus industry through research, development and advocacy.

## **OUR** *Board*

To ensure our focus is on improving results for all growers around Australia, Citrus Australia's Board is skills based. The Board comprises a diverse mix of grower members and independent directors, each chosen for their skill set.



# OUR *Values*

1.

TAKING THE LEAD

2.

HAVING VISION

3.

BEING COURAGEOUS

4.

ACTING ETHICALLY

5.

SHOWING INTEGRITY

6.

ALWAYS PROFESSIONAL



# STRATEGIC *Pillars*

## PEOPLE & CULTURE

We are committed to the continuous development of our organisation's culture, investing time and resources into the development and training of our staff, along with leading the industry's education and growth. We will sustainably grow the company in line with our vision of being an employer of choice.

## PROTECT & PREPARE INDUSTRY

Our Citrus Industry Biosecurity Strategy is embedded and enacted. We will continue to map the national production base. This will improve traceability, along with our ability to deliver effective emergency response operations. We have adopted a sustainability focus for our pest and disease management.

## GOVERNMENT POLICY & ADVOCACY

We will advocate and represent the industry on key issues, holding all levels of government to account. We will build and maintain strong networks with stakeholders across the sector and lead the industry in good governance.

## LEVY INVESTMENT CONSULTATION

We will consult with and on behalf of industry on issues impacting production and marketing. We will set the direction of research and development investment in the citrus industry and utilise national and international networks to optimise levy investment.

## OPTIMISING MARKETS

We will continuously work to improve market access conditions for Australian citrus growers and exporters, and support export growth in key markets. We will engage and inform the retail sector and champion 100% fresh Australian juice.

## COMMUNICATION & ENGAGEMENT

We will continue to keep industry informed and engaged through multiple communication platforms, both established and emerging. We will deliver high quality regional and national forums and extend knowledge on citrus research and development projects.



## **KEY STRATEGIC** *Objectives*

### **PEOPLE AND CULTURE**

- Continuously develop the company's culture, through appropriate policies, training and support, acting ethically and responsibly, fulfilling statutory and legal requirements and managing risks
- Provide management and staff personal and professional development through training and upskilling
- Support staff to perform their role by maintaining a company structure that is fit for purpose and adequately resourced
- Citrus Australia's Board and staff have the appropriate skills and experience to address complicated issues in a professional and flexible manner, act ethically and responsibly, add value and make timely and balanced decisions
- Citrus Australia is an employer of choice, with minimal staff turnover, strategically recruiting to develop a regional footprint, upskilling staff to ensure succession
- Citrus Australia develops and implements a strategy to increase students and workers seeking skilled and semi-skilled roles in industry

### **GOVERNMENT POLICY AND ADVOCACY**

- Ongoing consultation with members on government policy that impacts business profitability and sustainability
- Develop and maintain industry positions on key policy areas
- Advocate, lobby and represent industry at ministerial and department level across all jurisdictions and forums
- Develop and maintain strategic alliances with other groups or entities to strengthen advocacy positions
- Develop deeper ties with the industry in all growing regions and increase connection to current and emerging production areas
- Advocate for fairer health guidelines that consider the nutritional value of citrus fruit and 100% citrus juice



# KEY STRATEGIC *Objectives*

## OPTIMISING MARKETS

- Lead industry in activities that increase penetration in existing and emerging markets to support exports from increased production volumes
- Work strategically with partners and stakeholders, including state and federal governments, Hort Innovation and the retail sector to raise awareness of citrus health benefits and increase citrus consumption in Australia
- Advocate for and promote the health benefits of 100% Australian citrus juice to increase consumption
- Lead industry with expertise in technical market access, negotiate on behalf of industry with the Australian Government and work with our networks of overseas contacts to address issues as they arise to minimize interruptions to supply
- Be a trusted supplier of market information, including competitor analysis, juice market information, production statistics and forecasting
- Champion the industry's sustainability credentials and support industry to adapt and evolve to the changing social and political climate in which it operates

## PROTECT AND PREPARE INDUSTRY

- Oversee, champion and drive the implementation of the Citrus Industry Biosecurity Strategy
- Review the Plant Health Australia levy revenue stream and invest in biosecurity objectives that protect and prepare industry
- Upskill industry to be prepared for, and respond to, major disruptions to markets such as consumer health risks and biosecurity incidents
- Represent industry's best interests by engaging with government on current and emerging industry risks, such as climate change, access to agrichemicals and biosecurity
- Identify and communicate with industry on current and emerging risks
- Lead industry in traceability activities, response to food-borne illness, chemical residue issues, biosecurity incidents and other crisis management
- Advocate to ensure that industry has access to appropriate agrichemical controls for in-field pest and disease management and post-harvest treatments

# KEY STRATEGIC *Objectives*

## LEVY INVESTMENT CONSULTATION

- Strengthen and maintain consultative committees to ensure growers' and stakeholders' issues are heard and acted on
- Collate, prioritise and communicate industry objectives for research and development, and marketing investment
- Develop and maintain research networks to leverage investment opportunities to achieve industry outcomes
- Guide and advocate for appropriate investment of citrus levies in research and development, and marketing

## COMMUNICATION AND ENGAGEMENT

- Be leaders in communication and engagement with industry
- Extend and disseminate research and development findings, outcomes and information
- Create networking opportunities for stakeholders at national and regional forums and events
- Lead communication with industry through multiple platforms to reach industry and stakeholders in known and novel means
- Develop and implement a strategy to increase adoption of research and development
- Champion Australian fresh citrus fruits and the Australian fresh citrus juice category to increase consumption



Citrus  
Australia

